

FY25

SERVICE DELIVERY PLAN

Explore 
WASHINGTON PARK



Explore Washington Park (EWP) is dedicated to connecting people with the culture, diversity, and wonder of nature in Washington Park in Portland, Oregon.

Our mission is to provide an accessible, inclusive, and cohesive experience for all who visit Portland’s destination park. We are guided by the following principles:

- We are caretakers of the natural world.
- We eliminate barriers that exclude.
- We are stewards of exploration.
- We embody the nature of Portland.
- We are One Park—a community of destinations.

EWP works in coordination with the cultural institutions of Washington Park including the Oregon Zoo, World Forestry Center, Hoyt Arboretum Friends, and the Portland Japanese Garden, as well as Portland Parks & Recreation, TriMet, Travel Portland and our adjacent neighborhood associations to improve park access and the visitor experience.

The organization is guided by the Washington Park Strategic Operations Plan and the Washington Park Transportation and Parking Agreement. These two documents are the foundation of EWP’s Service Delivery Plan.

The Service Delivery Plan is meant to serve as a guide. It is approved annually by the EWP Board of Directors. External factors, like road closures, maintenance, and partnership or funding opportunities may have an impact on the services EWP provides.



FOCUS AREAS & GOALS

WPSOP FOCUS AREA	5 PARTY TASK	EWP PROGRAM AREA	GOAL
ACCESS AND CIRCULATION	Develop & implement a Transport. Access Plan Intrapark Shuttle Overflow Shuttle.	Free Shuttle Overflow Parking Equitable Access	Make it easy to enter and explore the Park.
VISITOR SERVICES	Park Visitor Info	Visitor Services	Provide tools and services for Parkwide visitor experiences.
MARKETING AND COMMUNICATION	Park Promotion	Marketing and Communications	Increase Park awareness, visits and stewardship of One Park.
INTERNAL ORGANIZATION	Governance, budget, operations Park committees Develop & implement the WPSOP Coordinate 3rd Parties.	Data Management Park Plans Coordination Administration	Adapt internal systems to serve future growth and funding.
IDENTITY	Park Promotion	Park Plans	Build a system to create a clear mental model of the Park.

FOCUS AREA

ACCESS & CIRCULATION



ACCESS AND CIRCULATION

Make it easy to enter and explore the Park.

FREE SHUTTLE		METRIC	FY25 GOAL
SCHEDULE	Daily, 15 - 30 minutes April - Sept. 9:30 a.m. - 7 p.m. Oct. - March 10:00 am - 4 p.m.	# of service hours	5,600
IMPACT	Collect ridership data.	Ridership	110,000
BUDGET	Monitor year of year costs.	Cost per ride	\$5.50
		Costs include bus operation, staff, equipment, and overhead.	
STOP LOCATIONS	Serve stops deemed safe for operations. <i>Washington Park MAX Station, Vietnam Memorial, Hoyt Arboretum, Arlington Heights Neighborhood stops, Lewis & Clark Monument, gardens, Holocaust Memorial, archery range</i>	Stops served on all days when it is safe to do so	
TECHNOLOGY	Each bus will have the following: <ul style="list-style-type: none"> • Automated Passenger Counters • GPS-enabled audio guide • Real-time shuttle tracker • Link to Google transit 	Technology present and working on buses	
DRIVER TRAININGS	Ensure MTR drivers are trained on the Park, venues, and EWP protocols.	Number of training interactions	
BRANDED SHUTTLES	All buses are branded with EWP / Washington Park branding.	Presence of branded buses	

ACCESS AND CIRCULATION

Make it easy to enter and explore the Park.

OVERFLOW PARKING		METRIC	FY25 GOAL
SCHEDULE	Coordinate with south end venues on overflow parking needs. Anticipated schedule: Jan / Feb ZooLights, weekends as needed, federal holidays March Weekends as needed, Spring Break April / May Weekends as needed June - August Thursday – Monday as needed, evening concerts Sept / Oct Weekends as needed Nov - Dec ZooLights	Days scheduled with buses and staff	As needed Projected 130
EFFICIENCY	Monitor year over year efficiency.	% of days utilized when staff and buses are on-site	55%
IMPACT	Collect ridership data.	Ridership	110,000
BUDGET	Monitor year of year costs.	Cost per ride	Maintain under \$3.50/ride
TRAFFIC MANAGEMENT	Oversee and run all aspects of overflow traffic management: rental equipment, contracts, scheduling, staff, coordination, communication.	Costs include bus operation, staff, equipment, and overhead.	
VENDOR MANAGEMENT	Schedule First Student buses, brief staff, and communicate cancellations. Manage contract and invoicing.	Manage vendor	

ACCESS AND CIRCULATION

Make it easy to enter and explore the Park.

EQUITABLE ACCESS		METRIC
BUSINESS / TEMPLE LOT OWNERS	Maintain and/or acquire agreements with new and existing business lot owners.	Ability to use lots
EQUITY ACCESS PLAN	Plan was approved in 2023.	Beta test of DEI shuttle program in 2024. Continue to move forward on programs in first year of 5-year plan.
TRANSIT PASS PROGRAM	Provide free transit passes to under-served populations	Number of transit passes distributed
PILOT EQUITY SHUTTLE PROGRAM	Provide free direct shuttle service to under-served populations attending community-specific programming at Park venues.	Number of participants
METRO RTO GRANT	Grant work to promote travel options to the Park.	Was successfully awarded 2023-2026 RTO grant. Distribute initial 6,000 passes in 2024.



FOCUS AREA

VISITOR SERVICES

VISITOR SERVICES

Provide tools and services for parkwide visitor experiences.

ON-SITE VISITOR SERVICE STAFF	METRIC	FY25 GOAL
SCHEDULE	June-August, Daily 10 am - 4 pm	# of service hours 4,019
TRAININGS	Train staff on park venues, EWP operations, DEI trainings.	Hours of trainings 120
IMPACT	Collect data on number of on-site interactions.	# of interactions 45,000
SCHEDULE	Daily, year-round 9 a.m. - 4 p.m.	# of on-call service hours 2,359
MULTI-LINGUAL	Hire multi-lingual seasonal staff.	Number of multi-lingual staff
EQUIPMENT	Staff has proper equipment and branded uniforms. Visitor service booths are stocked and maintained.	Staff equipped properly

VISITOR SERVICES

Provide tools and services for parkwide visitor experiences.

ON-DEMAND VISITOR SERVICES		METRIC	FY25 GOAL
DATA	Collect data on number of on-demand interactions	# of interactions	755
RESPONSE TIME	Respond to: info emails, phone line, website form, Google questions with in one business day	Response time	Under one business day

ADDITIONAL VISITOR SERVICE TASKS		METRIC	FY25 GOAL
ONE PARK TRAININGS AT VENUES	Parkwide frontline staff to be trained on all parkwide venues.	Number of trainings	
ONE PARK TRAININGS AT CITYWIDE PARTNERS	EWP staff to be present One Park to front line staff at attractions throughout the City.	Number of trainings	
WATER FOUNTAINS	Place two temporary water fountains and high traffic areas	Function water fountains June - August	
WIFI	Provide hot spots in high traffic areas: Hoyt Arboretum, Rose Garden, Portland Japanese Garden and TriMet Plaza	# of users	

A close-up photograph of a caracal cat standing in a natural, rocky environment. The cat has a thick, reddish-brown coat and large, upright ears with dark tips. It is looking directly at the camera with a focused expression. The background consists of dark, textured rocks and some sparse green foliage on the left side.

FOCUS AREA

**MARKETING
& COMMUNICATION**

MARKETING & COMMUNICATION

Increase awareness, visits, and stewardship of One Park.

PARK INFO ON WEB-BASED PLATFORMS		METRIC	FY25 GOAL
GOOGLE	Answer questions and post information through Google My Business	Profile views on Google Search and Google Maps	1.6M
WEBSITE	Provide updated information about Park offerings and access	Website users	155,000
FACEBOOK	Post updated information about Park offerings and access	Reach	85,000
		Content interactions	1,000
INSTAGRAM	Post photos, videos, and updated information about Park offerings and access	Reach	20,000
		Content interactions	2,500
X	Explore best use in response to platform changes		

MARKETING & COMMUNICATION

Increase awareness, visits, and stewardship of One Park.

INTERNAL COMMUNICATIONS AND COLLATERAL		METRIC	FY25 GOAL
NEWSLETTER	Provide monthly newsletter to internal partners	Open rate	40%
GROUPME	Provide parking and visitor service data via GroupMe and manage GroupMe protocols	Information posted to GroupMe	
PARKWIDE CALENDAR	Collect, organize and share parkwide events to partners	Calendar uploaded to website and shared with partners	

MARKETING & COMMUNICATION

Increase awareness, visits, and stewardship of One Park.

EXTERNAL COMMUNICATIONS AND COLLATERAL		METRIC	FY25 GOAL
PARK MAP BROCHURE ENGLISH	Update and distribute for 2024	# of maps distributed	60,000
PARK MAP BROCHURE SPANISH	Update and distribute for 2024	# of maps distributed	11,500
DIGITAL PARK MAP BROCHURE	Make available to download in English, Spanish, Chinese, French, German, Japanese, Russian	Maps are downloadable and accurate.	
PARKWIDE CALENDAR	Collect, organize and post parkwide events to our website	Page views	4,500
PARK SIGNAGE	Keep electronic signs updated, update shuttle and visitor service information	Signs are functional and accurate.	

MARKETING & COMMUNICATION

Increase awareness, visits, and stewardship of One Park.

CAMPAIGNS AND AD SPACE		METRIC
TRANSIT CAMPAIGNS	Create public awareness campaigns centering MAX, the TriMet Line 63 route, and Washington Park Free Shuttle	Clicks, Impressions, CPA of first-time shuttle rider, awareness of transit options
ONE PARK AWARENESS CAMPAIGNS	Promote the park with Meta and Google ads, bus wraps, and posters in the Washington Park MAX station	Clicks, Impressions, awareness of Washington Park and its destinations
TRANSIT PASS PROGRAM CAMPAIGNS	Welcome members of underserved communities to the Park through ads of the RTO program and community partners	Clicks, Impressions, number of passes distributed



FOCUS AREA

**INTERNAL
ORGANIZATION**

INTERNAL ORGANIZATION

Adapt internal systems to serve future growth and funding.

DATA MANAGEMENT		METRIC
INTERCEPT SURVEYS PEAK	Complete August surveys to measure visitor experience, mode split and demographics	Number of completed surveys
INTERCEPT SURVEYS OFF-PEAK	Complete February surveys to measure visitor experience, mode split and demographics	Number of completed surveys
ANNUAL TRANSPORTATION REPORT	Develop report that shows trends in visitor experience, mode split and demographics	Completed report
EQUITY DATA	Collect and analyze data to help benchmark equity programs	Collected data
DATA MANAGEMENT TOOL	Develop a data management tool to help analyze and store data, as well as generate reports.	Completed tool

INTERNAL ORGANIZATION

Adapt internal systems to serve future growth and funding.

PARK PLANS		METRIC
WPSOP / TRANSPORTATION ACCESS PLAN	Develop 5-10 year plan that looks at parking needs, attendance, mode split goals, and prioritizes transportation projects.	Completed pan in 2024
WPSOP / MARKETING PLAN	Provide a unified strategy to guide cohesive parkwide marketing and communication with a One Park lens.	Completion of items identified in marketing plan addendum. shorturl.at/mGI27
WPSOP / EQUITY ACCESS PLAN	Plan completed and approved unanimously in 2023 by EWP board.	Beta test of DEI shuttle program. Progress on other programs in first year of 5 year plan.
WPSOP / FUNDING DIVERSIFICATION STUDY	Hire consultant to help develop a funding diversification plan	Plan presented to board
EWP SERVICE DELIVERY PLAN	Develop an annual Service Delivery Plan to be approved by board.	Approved plan

INTERNAL ORGANIZATION

Adapt internal systems to serve future growth and funding.

COORDINATION		METRIC
BOARD OF DIRECTORS	Sets policies and goals for EWP. Oversees finances.	Bi-monthly meetings
5 PARTY	Oversees "5-party Agreement" and Washington Park Trust Fund	Minimum 2 meetings year of 5 party directors
MARKETING COMMITTEE	Collaborate and provide feedback on parkwide collateral. Guide the One Park Marketing Plan.	Regularly held committee meetings
TRANSPORTATION ADVISORY COMMITTEE	Receive updates and provide feedback on transportation related projects. Guide the Transportation Access Plan.	Regularly held committee meetings
DIVERSITY, EQUITY, AND INCLUSION COMMITTEE	Coordinate on external community outreach and data collection efforts. Guide the Equity Access Plan.	Regularly held committee meetings
SAFETY AND SECURITY COMMITTEE	Share information on parkwide safety and security issues.	Regularly held committee meetings
ONE PARK EVENTS	Organize parkwide trainings and events to develop a One-Park culture.	Events held quarterly

INTERNAL ORGANIZATION

Adapt internal systems to serve future growth and funding.

ADMINISTRATION	METRIC	
BOARD DEVELOPMENT	Host events for board networking. Meet with members one-on-one semi-annually.	One-on-one meetings and networking events.
STAFF DEVELOPMENT	Encourage staff development through trainings and conferences	A minimum of one staff development completed per staff
STAFF DEI TRAININGS	Complete Equity training for seasonal staff. Complete 8-part series of trainings for admin staff.	On-going implementation of EWP's internal DEI Staffing Plan
HUMAN RESOURCES	Manage all aspects of HR for EWP staff.	Completed and correct files
OFFICE MANAGEMENT	Ensure all EWP equipment works properly and staff have what they need to complete their goals. Ensure EWP vehicles are maintained.	Equipment and staff needs are met
BOOKKEEPING	Process accounts payable and receivable. Complete appropriate tax forms. Complete a financial review annually.	Financial reports and completed audit

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